

PART 4

OPERATIONAL STRATEGIES

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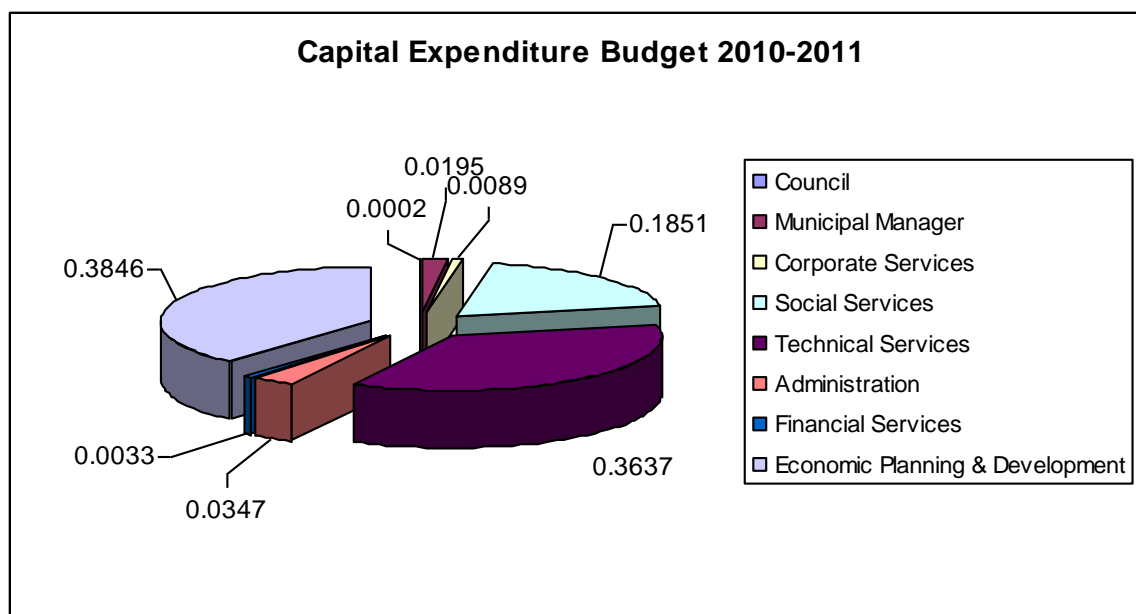
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4. OPERATIONAL PLAN

4.1. CAPITAL INVESTMENT BUDGET

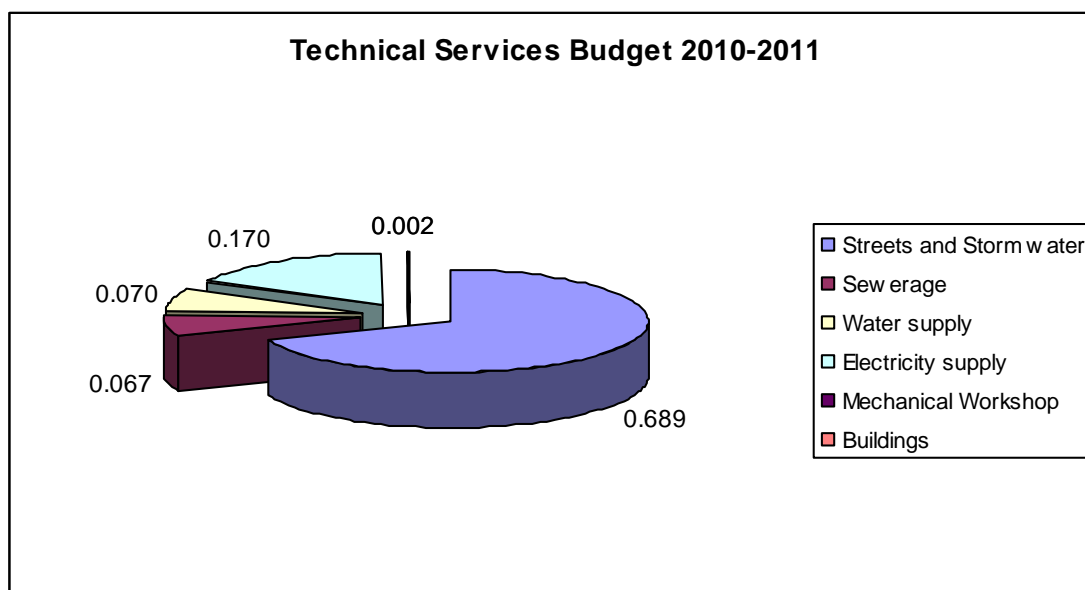
The detailed capital budget for 2009 – 2013 is displayed on the next page and reflects a budget for all the Directorates and function of Metsimaholo, e.g.: Council, the office of the Municipal Manager, Social Services, Technical services, Administration, Financial Services and Economic Planning and Development.

The proportional capital expenditure for the different functions for 2010 – 2011 is reflected in the next graph.



Graph 4.1.1. Capital expenditure Budget 2010-2011

The proportional capital expenditure for the different technical services for 2010 -2011 is as follows.



Graph 4.1.2. Technical Services Budget 2010-2011

Medium Term Budget

	2009/2010	2010/2011	VAR	2011/2012	2012/2013
	R 000	R 000	%	R 000	R 000
Operating revenue	(470,004)	(596,580)	26.93	(549,480)	(548,078)
Operating expenditure	483,810	554,821	14.68	754,487	858,411
Capital expenditure	85,620	357087	317.06	421,173	282,586

Capital funding

	2009/2010	2010/2011	VAR	2011/2012	2012/2013
	R 000	R 000	%	R 000	R 000
Government Grants & Subsidised	20,012	220,728	1002.98	208,515	74,600
Public contribution & Donations	4,100	32,400	690.25	0	0
Own Funds	2,503	41,759	1568.36	97,908	98,707
External Loans	0	59,200	100	0	0

Operating Budget: Expenditure

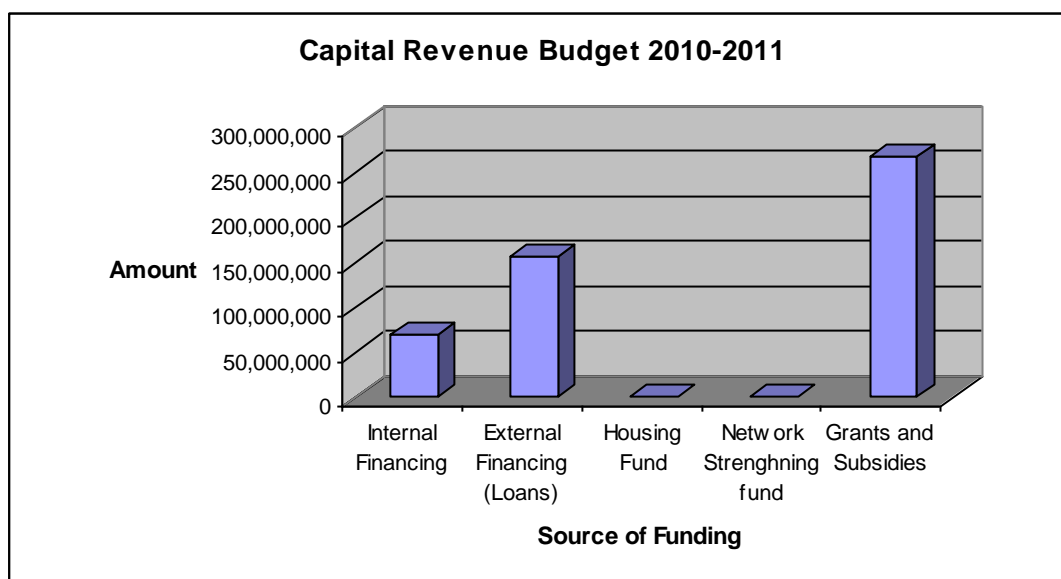
	2009/2010	2010/2011	VAR	2011/2012	2012/2013
	R 000	R 000	%	R 000	R 000
Salaries	129,783	160,345	23.55	211,302	167,243
Remuneration of Councilors	9,723	10,769	10.76	11,843	13,026
Debt impairment	38,000	40,000	5.2	101,500	67,000
Depreciation	16,816	18,848	12.09	19,291	31,911
Finance charges	1,553	5,328	243.08	1,553	1,553
Bulk purchases	159,881	164,966	3.18	228,282	367,773
Repair & maintenance	21,458.00	35,900	67.31	28,155	32,207
Contracted services	10,586.00	14,167	33.83	19,793	21,737
Transfer grants	5,280.00	7,200	36.37	7,200	7,200
Other expenditure	90,729.00	85,853	(5.38)	113,113	136,745

Operating Budget: Revenue

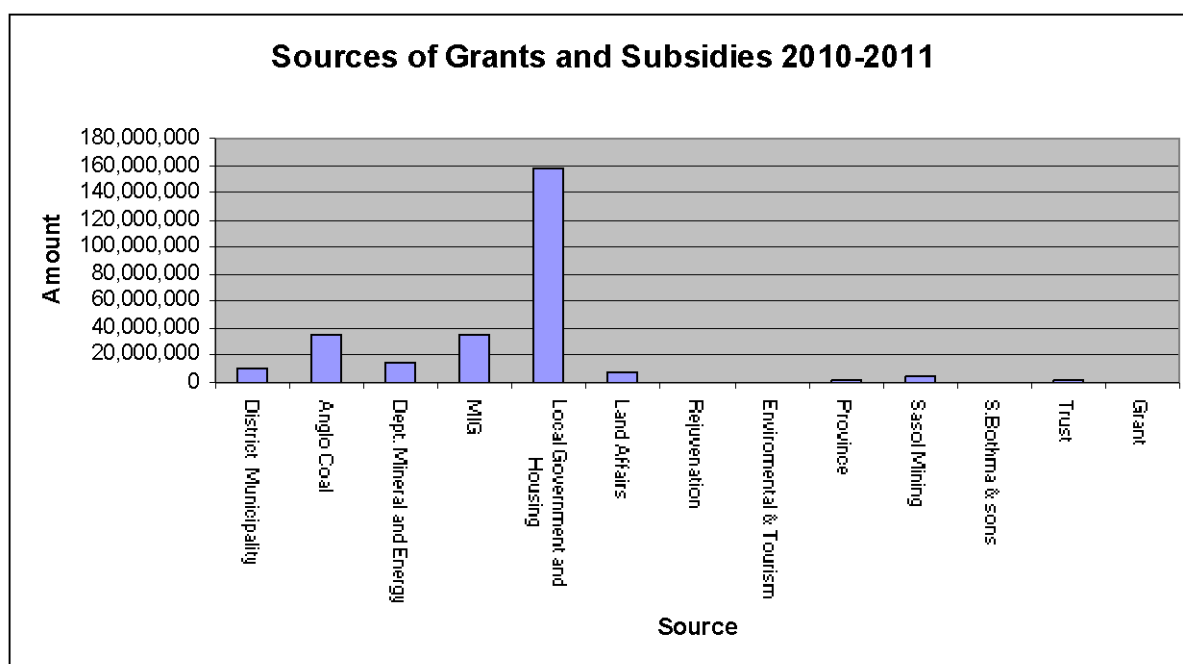
	2009/2010	2010/2011	VAR	2011/2012	2012/2013
	R 000	R 000	%	R 000	R 000
Property rates	62,546	72,288	15.58	74,775	81,806
Electricity	95,797	120,860	26.17	137,797	146,937
Water	127,749	130,446	2.12	135,427	140,791
Sewer	14,145	17,310	22.38	19,286	20,138
Refuse	17,935	19,669	9.67	20,625	21,725
Other services	9,338	12,244	31.12	13,148	13,967
Rental facilities	2,975	3,833	28.84	4,455	5,117
Interest on investments	750	900	20.00	950	1,000
Interest debtors	11,437	8,500	(25.68)	8,375	7,960
Fines	20,638	18,671	(9.53)	20,707	21,726
Licenses and permits	105	111	6	117	120
Transfers	-	49,214	100	-	-
other revenue	24,139	2,159	91	1,606	617
Gains of disposal	13,030	30,000	130	-	-

METSIMAHOLO LOCAL COUNCIL
SUMMARISED DRAFT CAPITAL BUDGET

	Adjustment Budget 2009/2010	Actual _26/01/10) 2009/2010	Draft 2010/2011	Draft 2011/2012	Draft 2012/2013	Proposed Financing	Adjustment 2009/2010 Amount	2010/2011 Amount	2011/2012 Amount	2012/2013 Amount
EXPENDITURE										
Council	48,400	15,398	100,000	0	0	Internal Financing	15,301,650	69,189,780	105,203,620	96,589,140
Municipal Manager	4,230,500	257,821	9,602,000	12,813,050	12,668,530	External Financing (Loans)	25,760,000	155,949,000	116,445,000	109,851,450
Corporate Services	5,210,700	0	4,377,580	1,622,910	1,704,480	Housing Fund	0			
Social Services	18,631,470	0	91,293,730	53,457,550	55,030,000	Network Strengthening fund	0			
Technical Services										
Streets and Storm water	150,000	0	123,550,030	122,260,000	108,670,000	<u>Grants and Subsidies:</u>				
Sewerage	15,516,751	7,646,092	12,011,090	11,430,000	4,700,000	District Municipality	0	9,916,680	9,144,390	9,175,220
Water supply	10,927,338	28,298	12,629,890	5,200,000	2,950,000	Anglo Coal	4,100,000	35,900,000	0	0
Electricity supply	17,532,050	3,218,679	30,523,700	34,784,000	29,640,000	Dept. Mineral and Energy	11,500,000	14,500,000	279,000	0
Mechanical Workshop	194,200	0	373,200	160,000	0	MIG	28,958,559	35,600,000	22,350,000	10,000,000
Buildings	168,500	0	311,400	1,000,000	1,000,000	Local Government and Housing	0	157,600,000	138,000,000	12,000,000
Administration	10,400,000	0	17,136,840	11,350,000	10,000,000	Land Affairs	0	7,000,000	12,000,000	0
Financial Services	1,156,000	0	1,646,000	704,500	182,800	Rejuvenation	0	0	0	0
Economic Planning and Development	1,466,300	3,773	189,700,000	150,240,000	12,270,000	Enviromental & Tourism	0	0	0	0
						Province	0	1,100,000	1,600,000	1,200,000
						Sasol Mining	0	4,000,000	0	0
						S.Bothma & sons		500,000	0	
						Trust		1,500,000	0	
						Grant	0	500,000	0	0
	85,632,209	11,170,061	493,255,460	405,022,010	238,815,810		85,620,209	493,255,460	405,022,010	238,815,810



Graph 4.1.3. Capital Revenue Budget 2010-2011



Graph 4.1.4. Sources of grants and subsidies

4.2. OPERATIONAL ACTION PLAN

During A strategic planning session as part of the Turnaround strategy for Metsimaholo, key operational issues and interventions will be addressed. As soon as this information becomes available, (see pages 92 – 118)

4.3 INSTITUTIONAL FUNCTIONING

4.3.1. Political structure

There are 18 wards and 36 elected Councilors in the Metsimaholo Municipality. 17 Ward Committees are giving inputs on issues of concern via the Speaker. The Mayoral Committee meets 24 times per annum and Council 6 times per annum. Special Mayoral Committee and Council meetings are taking place as the need may arise. Management meets twice per month.

The political groupings in the Council are mainly as follows:

ANC (Majority)	:	25 Seats
Democratic Alliance	:	8 Seats
UDM	:	1 Seat
FF	:	1 Seat
ID	:	1 Seats
		36 Seats

4.3.2. Mayoral Committees

The following Committees and Forums are in place:

Committee	Mandate
Finance, Auditing and IT	To investigate all matters delegated to the responsible committee and to make recommendations to Council via the Mayoral Committee
IDP, Town Planning and Economic Development	
Parks and Recreation, Arts, Culture and Sports	
Human Resource and Performance Management System	
Community Services	
Housing and Property	

Table 4.3.2. Mayoral Committees

4.3.3. Portfolio Committees

Since establishment on 27 March 2002, the Portfolio committees have been functioning on a regular basis. Each portfolio committee meets once a month to discuss relevant matters. Purpose is to include all Councilors in decision-making process. Feedback from the portfolio committees to councils are on a regular basis. No changes have been made to the structure of the portfolio committees,

DEPARTMENT	FUNCTIONS	PORTFOLIO HEAD
Organisational and Corporate Services	Human Resources Administration Council Transport Legal Services Information Technology	Chair: Portfolio Comm. Cllr KJ Makhoba Members: SI Ramathesele; SS Sejake; JM Lelahla; D Motloun; MR Raboroko; J du Plessis; T Mosai
Finance and IDP	Income and Expenditure Auditing Finance Budgeting IDP	Chair: Portfolio Comm. Cllr DN Motloun Members: ZP Mona; DJ Keyser; MI Mashinini; LS Semonyo; TK Mabasa; Holt; DM Oswald

Health and special programmes	Provision of Primary Health Care Cleansing	Chair: Portfolio Comm. Cllr NJ Kubheka Members: S Moreki; DE Mokoena; AN Radebe; NM Mafika; T du Toit; M van der Bergh; MJ Masiteng
Community and Social Services	Parks and Recreation Sport: Art and Culture (Education) Public Safety and Security Public Transport	Chair: Portfolio Comm. Cllr RJ Mabefu Members: MI Mashinini; RM Raboroko; NM Mafika; S Moreki; JM Lelahla; JJ Grobbelaar; M Nemalamangwa
Infrastructure and Technical Services	Electrical and Mechanical Engineering Civil Engineering Infrastructure	Chair: Portfolio Comm. Cllr TL Soetsang Members: LS Semonyo; DJ Keyser; PE Ramagole; AN Radebe; TK Mabasa; FC Coetzer; T du Toit; M Nemalamangwa
Housing and Local Economic Development	Housing Development Property Administration Social Housing Development Control of Informal Settlement Rural Development	Chair: Portfolio Comm. Cllr LS Lempe Members: ZP Mona; JM Lelahla; SI Ramathesele; ME Khonto; J Mofokeng; MJ Masiteng
Public Safety	Safety and security	Chair: Portfolio Comm. Cllr MM Mtimkulu Members: MW Khonto; SS Sejake; PE Ramagole; DE Mokoena

Table 4.3.3. Portfolio Committees

4.3.4. Ward Committees

17 Ward Committees have been established and are functional, with the exception of one ward.

4.4. POLICY FRAMEWORK

The status quo of all existing policies of the Municipality is reflected. The description of the relevant item is followed by a "yes" or a "no".

	Description	Yes	No
No	Legislation		
1	The Municipality receives the Provincial Gazette in printed or electronic form	X	
2	The Municipality has a system and procedure for ensuring that relevant information published in the Provincial Gazette is distributed amongst departments – only records		X
3	All bylaws applicable in the Municipality is bound in a municipal code		
4	The municipality has assigned responsibility for review and rationalization of the bylaws applicable in the Municipality to a person/department	X	
5	The process of reviewing and rationalizing the bylaws applicable in the Municipality has commenced	X	
6	The municipality is subscribed to a service supplying it with national and provincial legislation, in printed or electronic format, e.g. Butterworths, Juta etc		X
7	Responsibility for updating legislation has been assigned to a particular department	X	
8	A person has been assigned responsibility for scanning relevant government websites for information, e.g. Department of Provincial and Local Government, National Treasury, Free State Provincial Government, Department of Labour	X	

	Description	Yes	No
	Financial Management		
	The Municipality has bylaws for the effective implementation of its-		
	Debt collection and credit control policy	X	
	Tariff policy	X	
	Rates policy	X	
	Financial Policies		
	The Municipality has written approved financial management policies on the following matters		
1	Accounting	X	
2	Asset management, including policy regarding the loss, damage to and destruction of assets	X	
3	Cash receipts and banking	X	
4	Cash management and payment of creditors	X	
5	Borrowing and raising of debt	X	
6	Budget	X	
7	Cost estimation	X	
8	Credit control and debt collection	X	
9	Customer care in draft format	X	
10	Change in ownership	X	
11	Donations, sponsorships and grants, including financial assistance for burials	X	
12	Financial reporting framework		X
13	Liability for the Municipality for damages sustained or incurred by councilors and officials	X	
14	Indigent policy	X	
15	Internal audit	X	
16	Investment		X
17	Insurance	X	
18	Payment method policy	X	
19	Property Rates policy	X	
	Description	Yes	No
No	Financial policies (cont)		
20	Reimbursement of mobile phone cost policy		X
21	Risk management policy in draft format	X	
22	Subsistence and traveling policy	X	
	Financial management		
	The Municipality has written approved procedure manuals for all activities in the financial department		X
23	The municipality has documented its internal control measures	X	
24	The Municipality set and enforce performance indicators and targets in contracts with its service providers	X	
25	The Municipality pays current creditors with 30 days with receipt of invoice	X	
26	The municipality has set and achieved targets for the reduction of overdue debtors during the current year	X	
27	The Municipality uses the Venus financial system	X	
28	The Municipality has set and achieved targets for the collection of current debtors during the current year	X	
29	The Budget and Treasury Office prepares a bank reconciliation statement of all bank accounts of the Municipality on a weekly basis	X	

	Description	Yes	No
30	Service Delivery		
	The Municipality has bylaws for the administration of-		
	(a) Water and sewage services		X
	(b) Electricity reticulation		X
	(c) Refuse removal/solid waste management	X	
	(d) Cemeteries	X	
	(e) Public amenities	X	
	(f) Streets and traffic, including car watch undertakings and management and operation of taxi ranks	X	
	(g) Hawkers and peddlers	X	
	(h) Display of advertisements and billboards	X	
	(i) Keeping of animals – not yet approved		X
	(j) Renting and use of municipal facilities, e.g. halls	X	
	(k) Fireworks and discharging of firearms		X
	(l) Maintenance of pavement and walkways	X	
	(m) Erection of traffic and directional signs	X	

31	The municipality has a written, approved reporting system detailing who must submit what reports to whom and what frequency	X	
32	The municipality uses a standard format for preparing items for consideration by committees and the council	X	
33	The Municipality's record management system complies with best practices and the relevant statutory requirements	X	
34	Securities and face value documents are stored in a fireproof, limited access facilities	X	
35	Electronic information is regularly backed up	X	
36	Internet and e-mail		X
37	Back-ups are stored off-site in a fireproof limited access facility: Only back-ups of financial information is stored off-site	X	

38	The Municipality has written approved human resource management policies on the following matters		
(a)	Allowances (incl. Home owners allowance)	x	
(b)	Appointment	X	
®	Acting capacity – draft format	x	
(d)	Careers pathing – in draft format	X	
(e)	Career succession – in draft format	x	
(f)	Code of Conduct	X	
(g)	Creating and abolishing posts		X
(h)	Demotion	X	
(i)	Employee benefit schemes		X
(j)	Employee remuneration		X
(k)	Health and safety in draft format	X	
(l)	Incapacity – in draft format	X	
(m)	Labour relations	X	
(n)	Leave – in draft format	X	
(o)	Legal aid to employees and cession of action		X
(p)	Medical examination – in draft format	X	
(q)	Membership of professional societies		x
®	Nepotism		X
(s)	Normative framework of human resources management – draft	X	
(t)	Occupational health, employee wellness and work place safety	X	
(u)	Organizational design, approving and changing the organizational structure	X	
(v)	Overtime - in draft format	X	

(w)	Personal protective equipment – in draft format	X	
(x)	Productivity improvement		X
(y)	Private work/secondary employment		X
(z)	Promotion	x	
(bb)	Protected disclosure		X
(cc)	Recruitment	X	
(dd)	Reimbursement vehicle scheme	X	
(ee)	Relocation -	X	
(ff)	Selection	X	
(gg)	Sexual , racism and racial harassment policy – in draft format	X	
(hh)	Staff establishment	X	
(ii)	Staff retention and exit policy – in draft format	X	
(jj)	Skills and development (Bursary)	X	
(kk)	Substance abuse policy (alcohol and drugs) – in draft format	X	
(ll)	Telephone and fax policy		X
(mm)	Termination of service	X	
(nn)	Theft/loss procurement		X
(oo)	Training and development	X	
(pp)	Transfer	X	
(qq)	Travel and subsistence expenditure -	X	
(rr)	Working hours and attendance – in draft format	X	
(ss)	Workplace violence prevention		x
39	The municipality has written, approved policies on the following matters		
(a)	Attendance of conferences and similar events		X
(b)	Attendance of internal meetings		X
®	Committees		X
(d)	Community participation		X
(e)	Communication- in draft format	X	
(f)	Constituency meetings by councilors	X	
(g)	Cooperative government/intergovernmental relations		X
(h)	Decentralized cooperation/municipal international relations		X
(i)	Delegation	X	
(j)	Display of advertisements	X	
(k)	Employee performance appraisal	X	
(l)	Employee use of municipal assets		X
(m)	Employment equity	X	
(n)	Employment outside municipal service – in draft format		
(o)	Dress guidelines – in draft format	X	
(p)	Entertainment – in draft format	X	
(q)	Extraneous employment (moonlighting) – in draft format	X	
®	Gifts to municipal employees – in draft format	X	
(s)	Information dissemination – in draft format	X	
(t)	Inter-municipal cooperation	X	
(u)	Language	X	
(v)	8Municipal services partnerships		X
(w)	Performance management	X	
(x)	Provision and use of information communications technology	X	
(y)	Public hearings		X
(z)	Publicity		X
(aa)	Representation in public and statutory bodies		X
(bb)	Service standards		X
(cc)	Use of internet and electronic mail facilities	X	
40	The municipality has assigned responsibility to a person to maintain the policy register		X
41	The Municipality has an approved staff establishment	X	

42	Each job indicated in the staff establishment has a job description	X	
43	The Municipality has established a process for regularly evaluating the staff establishment and, if necessary, reviewing the staff establishment and the remuneration and condition of service	X	
44	The Municipality provides funds in every annual budget for the training of staff	X	
45	The Municipality has written work place rules that are available in all work places	X	
46	Conflict of interest – in draft format	X	
47	The Municipality has an approved document setting out the roles and responsibilities of the Municipality's political structures, political office-bearers and the municipal manager in precise terms of reference and relationships between the Municipality's political structures, political office-bearers and the Municipal manager	X	
48	The Municipality has an approved document setting out the relationships between the Municipality's political structures, political office-bearers and the Municipal Manager	X	
49	The Municipality has an approved delegation system	X	
50	The Municipality's delegation system has been reviewed after the election on 1 March	X	
51	Written reports regarding the exercise of delegated powers are made regularly	x	
52	The Council consults the community regularly regarding the level, quality, range and impact of municipal services provided by the municipality, either directly or through another services provider	X	
53	The Municipality responds promptly to community members' written or oral communications, including complaints - draft	X	
54	The Municipality regularly discloses the state of affairs of the municipality, including its finances to the public	X	
55	The Municipality's measures to prevent corruption and fraud is documented	X	
56	The Municipality has given the local community full and accurate information about the level and standard of municipal services they are entitled to receive	X	
56	The Municipality has informed the local community how the municipality is managed, of the costs involved and the person in charge	X	
58	The Council has adopted the standing Rules and Orders published by the MEC of Local Government as the Municipality's rules and orders	X	
59	The Municipality published the rules and orders after the Council adopted them	X	
60	The municipality has built the capacity of the local community and community organizations to participate in the Municipality's affairs	X	
61	The Municipality annually provide funds in the budget for building the capacity of Municipality's affairs	X	
62	Code of Conduct - in draft format		
63	The Municipality has established procedures, mechanisms and processes for the receipt, processing and consideration of petitions and complaints lodged by the members of the local community		X
64	The Municipality has established procedures, mechanism and processes for notification and public comment procedures, when appropriate		X
65	The Municipality has established procedures, mechanisms and processes for public meetings and hearings when appropriate	X	
66	The Municipality has established procedures, mechanisms and processes for report-back to the community	X	
67	The municipality has communicated to its community information concerning the available mechanisms, processes and procedures to encourage and facilitate community participation, the matters with regard to which community participation is encouraged, the rights and duties of members of the local community and municipal governance, management and developments	X	
68	The Municipal Manager give notice to the public, in a manner determined by the council, of the time, date and venue of every ordinary, special and urgent meeting of the council except when time constraints make this impossible.	X	

69	The council has determined which newspapers circulating in the area are newspapers of record		X
70	A copy of every notice that must be published in the Provincial Gazette or media is displayed at the municipal offices		
71	All document that must be made public by a municipality in terms of a requirement of legislation, is conveyed to the local community of displaying the document at the Municipality's head satellite offices or libraries	X	
72	All documents that must be made public by a municipality in terms of a requirement of legislation, is conveyed to the local community by notifying the local community of the place, including the website address, where detailed particulars concerning the documents can be obtained	X	
73	The mid-year performance report tabled in the Council on or before 31 January		
74	The annual report tabled in the Council on or before 31 January		
75	The budget timetable tabled in the Council 10 months before the commencement of the next budget year		
76	The municipality has approved sector plans for -		
(a)	Housing (Sustainable Human Settlement in report format)	X	
(b)	Water services Development Plan		X
(c)	Integrated Waste Management Plan (IWMP)		
(d)	Disaster management	X	
(e)	Environmental management Plan		
(f)	HIV/AIDS strategy	X	
(g)	Gender Equity		
(h)	Local economic development strategy – in draft format	X	
(i)	Poverty alleviation	X	
(j)	Integrated transport plan		X
(k)	Integrated energy Plan		x
(l)	Social development		X
(m)	Youth Development Plan		x
(n)	Public Participation Plan		x
(o)	Sports and Recreation Plan		
(p)	Spatial and land-use planning – in draft format	x	
(q)	Rural Development Plan		x

Table 4.4. Status Quo of Existing Policies

4.5. SERVICE DELIVERY

Underneath follows a summary to give an overview of Services Rendered, Personnel, Administrative Infrastructure, Vehicles and Equipment.

Services Rendered

Service	Area	Standard	Frequency	% Residents Served	Problems Experienced
Water	Sasolburg	Metered house	Continuous	99%	6000 families (Zamdela) and 600 (Refengkgotso) only have access to communal standpipes
	Deneysville	Connection	Continuous	99%	
	Oranjeville	With standpipe	Continuous	99%	
	Rural	Mainly borehole supplied	Continuous	75%	
Electricity	Sasolburg	Metered	Continuous	80%	
	Deneysville	House	Continuous	70%	
	Oranjeville	Supply	Continuous	70%	
	Rural	Solar as well as conventional supply	Continuous	40%	

Service	Area	Standard	Frequency	% Residents Served	Problems Experienced
Sewerage	Sasolburg	Waterborne system.	Continuous	95%	1600 bucket in Leitrim to be upgraded. Bulk water supply and raw water
	Deneysville	Refengkgotso 1 600 bucket system	3 x per week	99%	
	Oranjeville	Waterborne	Continuous	99%	
	Rural	VIP system	Continuous	45%	
Refuse Removal	Sasolburg	Full removal service. Not regular in Zamdela.	1 x per week	100%	Address illegal dumping. Permanent licensing of landfill sites
	Deneysville	Full removal service. Not regular in Refengkgotso.	1 x per week	100%	
	Oranjeville	Full removal service	1 x per week	100%	
	Rural	N/A			
Land Fill	Sasolburg	Operating landfill – temporary license		100%	New sites for Sasolburg and Deneysville to be Identified.
	Deneysville			100%	Large number of roads not graded. Upgrading of gravel access routes. No storm water provision. Upgrading of rural roads.
	Oranjeville			100%	
	Rural	N/A		100%	
	Rural	Graveled – Provincial competency			
Clinics	Sasolburg	Free primary	Continuous	100%	
	Deneysville	Health care	Continuous	100%	
	Oranjeville	Services to	Continuous	100%	
	Rural	All	Mobile service	70% (Vast distances)	
Library	Sasolburg	Free service to all – accessibility for rural residents problematic.	Continuous	98%	

Table 4.5. An Overview of Services Rendered

4.6. HUMAN RESOURCES

Statutory appointments

A Municipal Manager and Head of Departments have been appointed.

Appointment of staff and critical vacancies

Due to the fact that the Organizational Restructuring process has not yet been finalized, no new positions have been created as yet. Currently a number of vacancies exist, of which the majority falls in middle management level as well as functionaries and laborers – this is having a negative effect on the service rendering quality and frequency of the municipality. A policy is currently applied on not filling any vacancies.

The following critical positions at management level have been filled in the past year. However two are still vacant while the position of Human Resource manager has been advertised but no appointment has yet been made:

- Manager Human Resources: Advertised
- Manager Finance: Advertised
- Manager Parks and Recreation: - filled

4.6.1. Organisational Structures

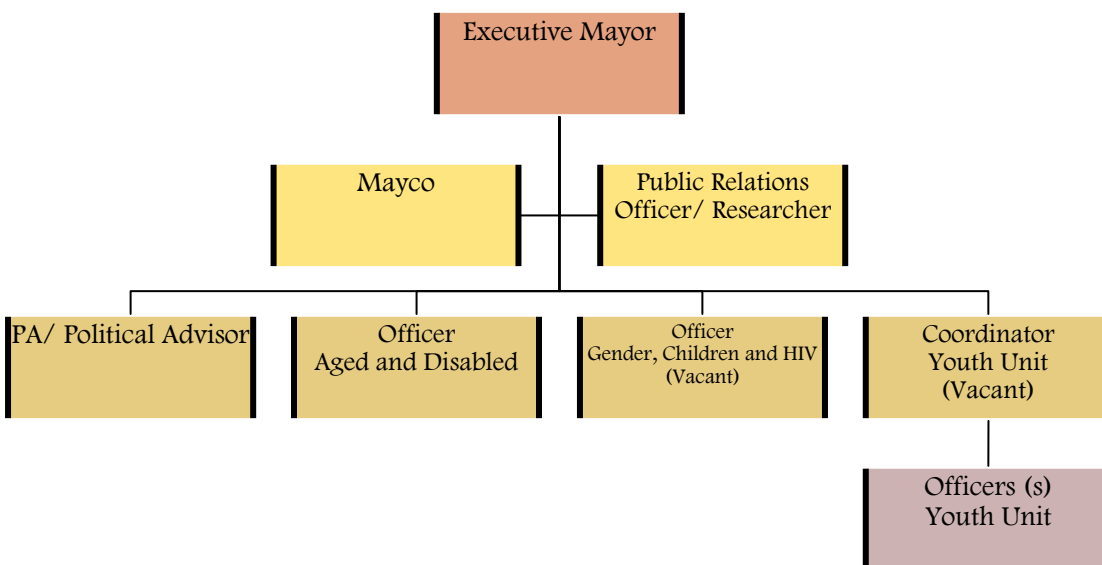
Detail of the Municipality's administration and Departments is provided
Organisational Structures are provided in terms of the of:

- Position
- Level
- Vacant/filled

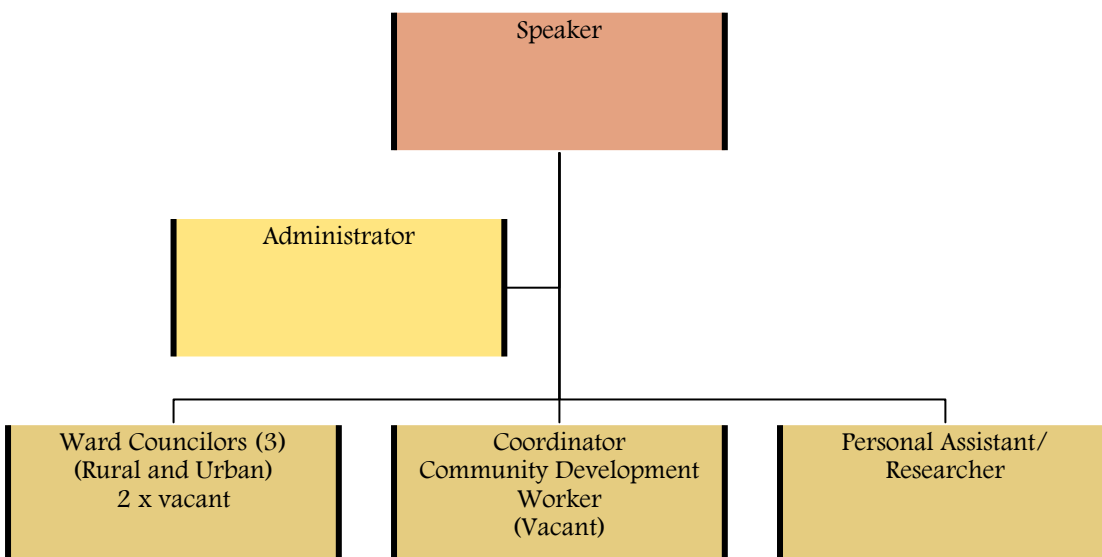
For

- Council
- Office of the Mayor
- Office of the Municipal Manager
- All Departments

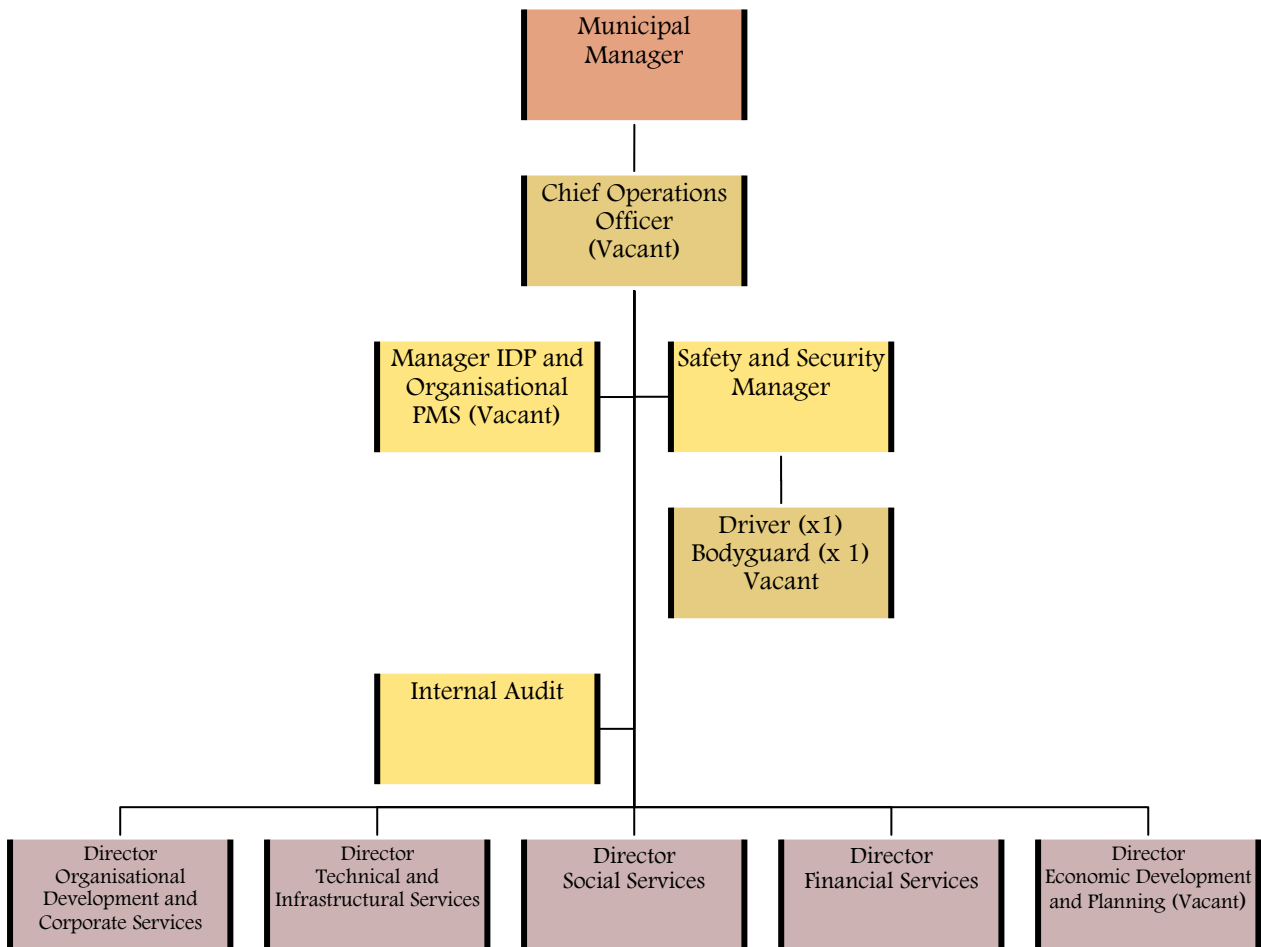
Office of the Executive Mayor



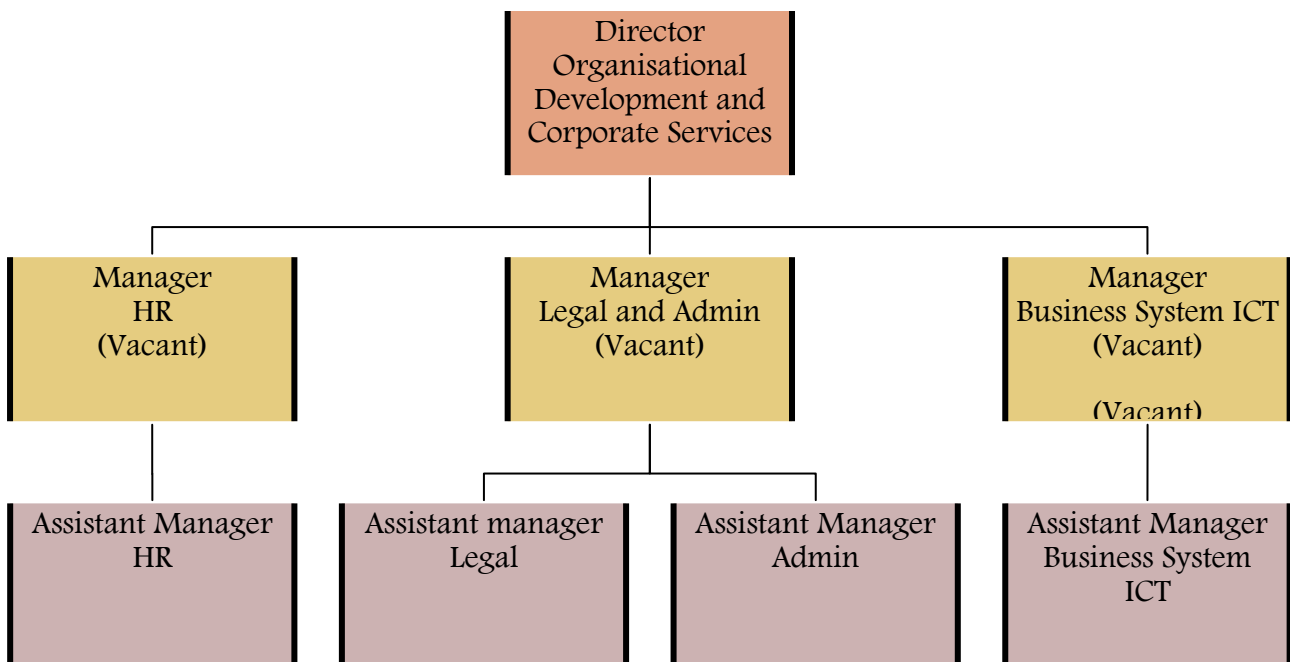
Office of the Speaker



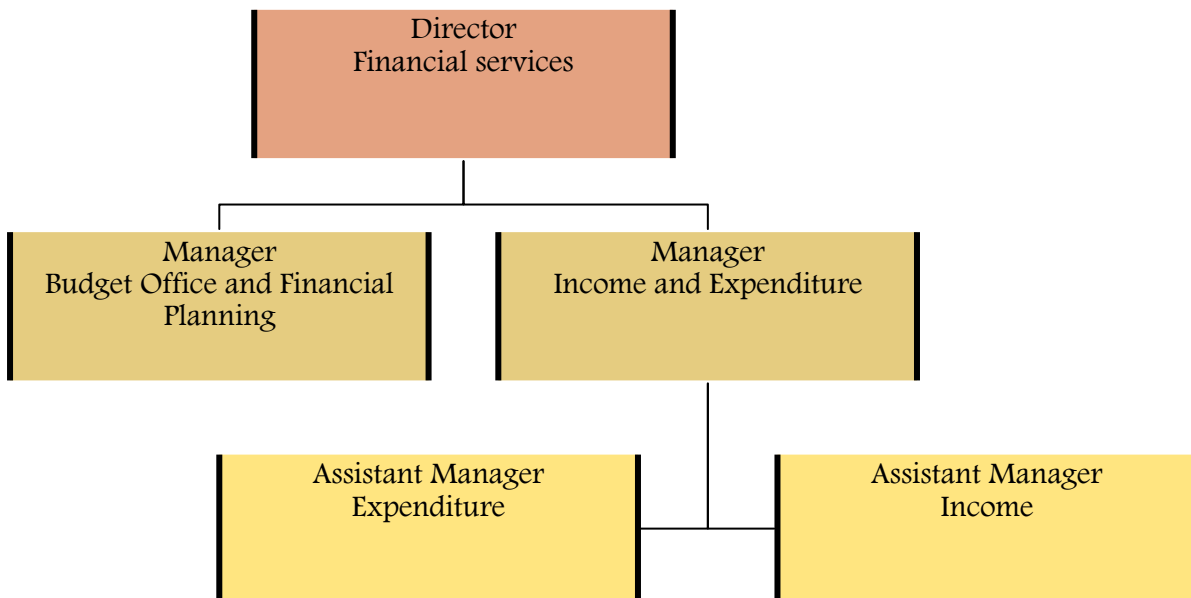
Office of the Municipal Manager



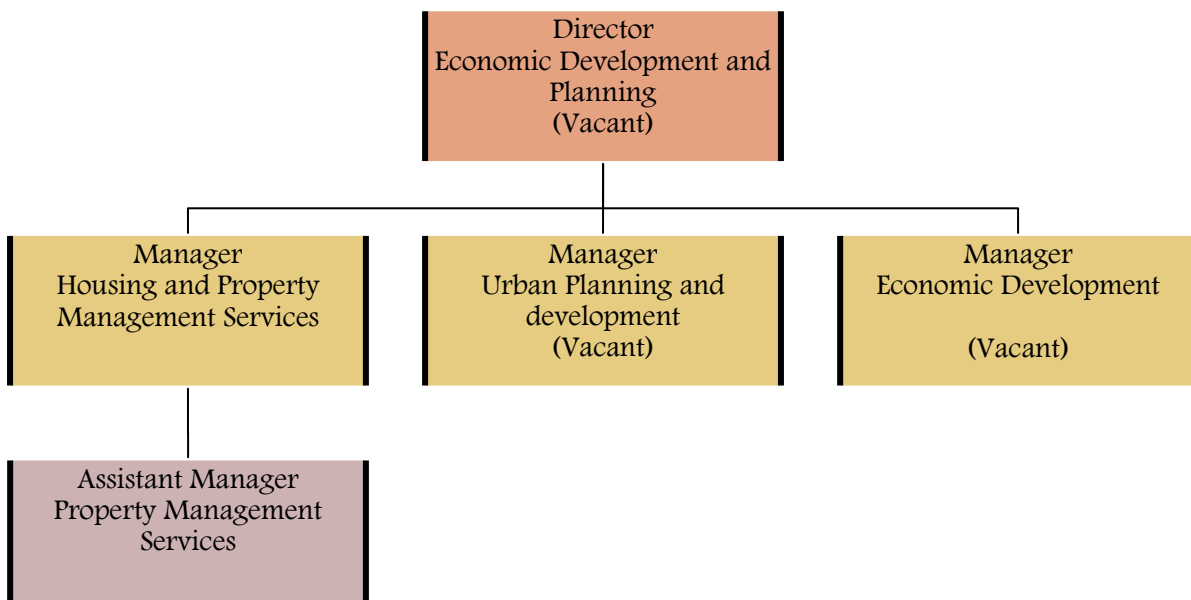
Administrative Services and Labour Relations Division



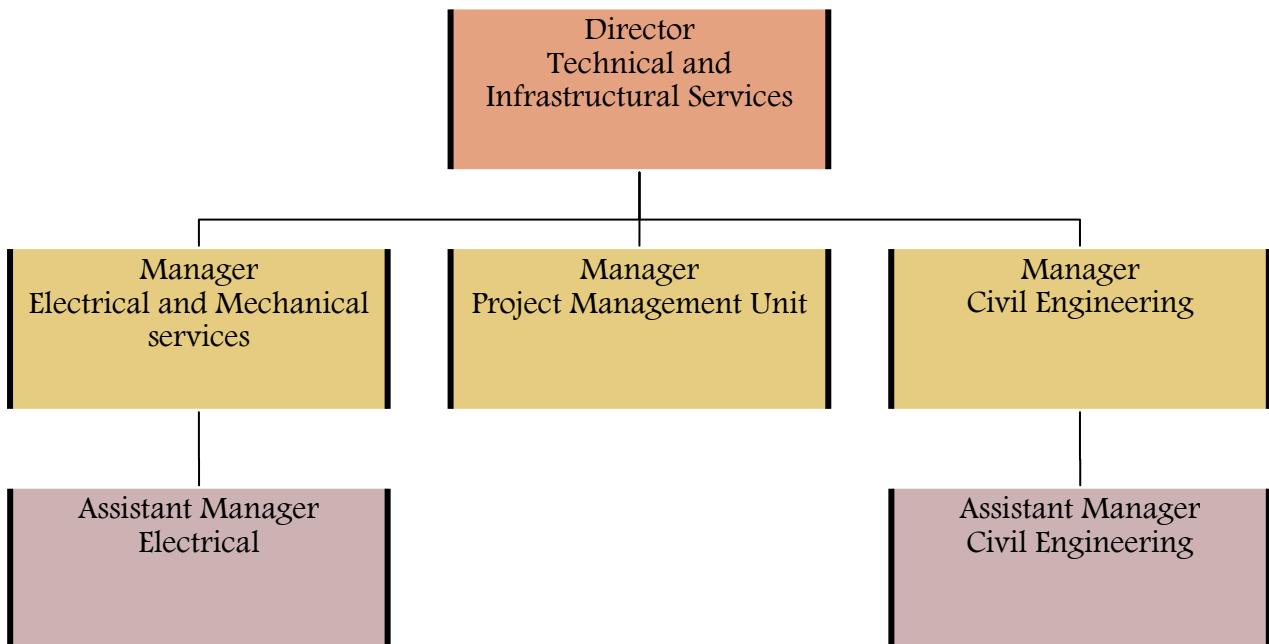
Financial Services Directorate



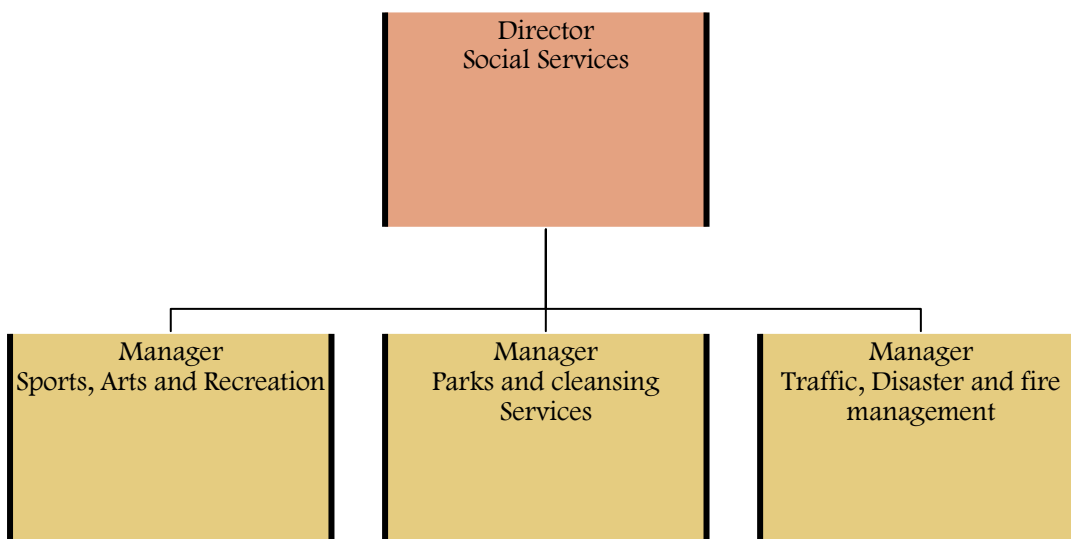
Economic Development and Planning Directorate



Technical and Infrastructural Services Directorate



Social Services Directorate



4.6.2. Employment structure

Number of staff as well as vacancies per department

DEPARTMENT/DIVISION	NO VACANT	POSITION	SECTION
Information Technology	1	Data Processing Officer	
	1	Senior Data Processing Officer	
Legal Services and Human Rights	1	Manager Legal Services & Human Rights	
	1	Chief Legal Advisor	
Financial Services	1	Clerical Assistant Gr 1	
	1	Accountant	
	1	Chief Clerk	
	1	Clerk II	
	1	Deputy Town Treasurer	
	1	Sub-Accountant	
	1	Cashier/Enquiries Clerk	
	1	Chief Fire Officer	
Public Safety and Security	6	Fireman	
	3	Security Guard	
	1	Platoon Officer	
	1	Cleaner	
	2	Traffic Wardens	
	1	Chief Traffic Officer	
	2	Engineering Technicians	
	1	Messenger	
Electrical & Mechanical Engineering Services	1	General Worker	
	1	Assistant Distribution Superintendent Electrician	
	1	Chief Technical Officer Design and Planning	
	1	Chief Technical Officer Special Services	
Civic Engineering Services	1	Tracer	
	1	Heavy Machine Operator	
	2	Artisan Plumber	
	1	Artisan	
	2	Artisan Gr 1	Water
	1	Artisan	
	1	Heavy Machine Operator	
	1	Works Foreman	Sewer
	3	General Worker Gr II	
	1	Task Leader	
	2	Sewer Cleaner	
	1	Superintendent	
	1	Artisan Road	Streets & Buildings
	1	Special Workman	
	1	Heavy Machine Operator	
	2	Lorry Drivers	
	2	General Workmen Gr II	
	2	General Workmen Gr I	
	10	General Workers Gr II	
	1	Artisan Bricklayer	
	1	Artisan Carpenter	
	1	General Workman Gr I	
	2	General Worker Gr II	
	1	General Tradesman	
	1	Artisan Painter	
	1	Artisan Builder	
	1	Tractor Driver	
	5	General Workers	
	1	Head Administration	

DEPARTMENT/DIVISION	NO VACANT	POSITION	SECTION
	2	Administrative Officer	
	1	Chief Clerk (Records)	
	1	Assistant Records Clerk	
Administration	1	Tea Lady	
	1	Senior Personnel Officer	
	1	Chief Clerk	
	1	Labour Relations Officer	
	5	Truck Drivers	
Human Resources	1	Tractor Driver	
	14	General Workers	
	2	Cleaners (Personal Health Services)	
	1	Assistant (Personal Health Services)	
Housing & Health Services	1	Snr Environmental Health Officer	
	1	Environmental Health Officer	
	1	Operator Driver	
	1	Environmental Health Assistant	
	1	Snr Town Planner	
	1	Chief Building Control Officer	
	1	Snr Building and Drainage Inspector	
	1	Town Planning Assistant	Zamdela
	1	Administrative Clerk	
Urban Planning & Economic Development	1	Building and Drainage Inspector	
	1	Administrative Clerk	
	1	Senior Clerk	
	2	General Workers: New Positions	
	1	Prison Warden	
	1	Manager Parks, Recreation and Cultural Services	
Housing and Property Administration	1	Assistant Head Parks	
	1	Assistant Manager	
Parks, Recreation and Cultural Services	2	Senior Horticulturist	Parks, Playgrounds and Open Spaces
	1	Horticulturist	
	1	Superintendent Parks	
	2	General Workman	
	1	General Workman (Frozen 5 years)	
	1	Artisan Horticulture	
	3	Tractor Driver Gr I	
	6	Tractor Drivers	
	3	General Worker Gr II	
	7	Light Machine Operator	
	2	Team Leader Gr II	
	5	Senior Handyman	
	2	Lorry Driver	
	2	Prison Warden	
	1	Swimming Pool Superintendent	
	1	Office Worker	
	1	Senior Handyman	
	1	Stadium Supervisor	
	1	Stage Manager	
	1	Handyman/Assistant	Penny Heyns Swimming Pool
	1	Clerk Gr II	
	2	Grave Diggers	DP de Villiers Stadium
	1	Town Librarian	
	1	Librarian Gr II	Ettienne Rousseau Theatre
	1	Part-time Caretaker	
	1	Stadium Caretaker (Frozen)	Sasolburg Cemetery
	2	Grave Diggers	
	1	Library Assistant	Sasolburg Public Library
	1	General Worker	
	1	Town Secretary	Zamdela Swimming Pool
	1	Accountant	Moses Kotoane Stadium
	1	Foreman	Zamdela Cemetery
	1	Town Engineer	Zamdela Public Library

DEPARTMENT/DIVISION	NO VACANT	POSITION	SECTION
	1	Cleaner	Zamdela Community Hall
Deneysville	0		
	1	PR & Communications	
	200		
Oranjeville			
Corporate Services			
Total			

Table 4.5.2. Employment Structure

4.6.3. Administrative Infrastructure

Control:

Asset register	Combined register compiled
Entrance control	At the municipal stores is implemented for after-hours only. Entrance control at all the offices still in process of compilation.
Safety of cashier/pay points	A system is implemented only partially. A sufficient and comprehensive system to be implemented.
Alarm system and armed response	A system is implemented
Insurance	All assets of the Council are insured.
Vehicle management system	A system is available, but not implemented due to the fact that there is no linkage to IT system. Will be implemented once GIS system is incorporated.

Administration:

Office Space and Building	The situation is manageable, but certain departments are experiencing problems. Possibility of new office space.
Officers for Councilors and Council activities (including Council/Committee Chambers as well as recording (equipment))	The situation is manageable, though not ideal. There is a critical need for recording equipment.
Offices for personnel	Availability of offices is becoming a problem.
Cashier pay points	Centralized pay points during office hours are sufficient but decentralized points not sufficient. In the case of after-hours payment, totally insufficient (fixed or mobile).
Office equipment	Office equipment for Councilors was indicated as sufficient, but for Officials as totally insufficient.
Communication	Telephone management system was synchronized with Telkom. Direct in dialing to be investigated. The general telephone system is manageable for Head Office, but totally insufficient for the satellite areas (Deneysville and Oranjeville) as well as decentralized offices
Cell phones and Telephone	Cell phones and telephones for both Councilors and Officials are sufficient. A management problem exists on control over cellular phones.
Two-way radios	Sufficient number of two-way radios available. Repeaters to be installed.
IT System	New municipality, other modules of IT system to be implemented. Hard and software should be upgraded. Desktop units for Councilors have been indicated as sufficient for Officials. Relevant management information to be provided to users. Internet available is insufficient.
Vehicle and Equipment	Official transportation for Councilors as well as functional transport per department seems to be inadequate. None or not much preventative maintenance is carried out, resulting in a general bad state of condition of equipment, but more specifically, vehicles.

Status of vehicles and equipment

DEPARTMENT	ITEM	NUMBER	GENERAL CONDITION
	Compressors	2	1 Good, 1 Scrap
	Truck with crane	1	Good
	Trencher	1	Bad
Human Resources	LDV	1	Bad
Town Planning and Economic Development	Sedans	3	2 Good, 1 Scrap
Finance	LDV's	2	1 Good, 1Bad
Administration (Pool)	Sedans	3	Bad
	Microbus	1	Good
	LDV	1	Bad
Electrical and Mechanical Engineering	Sedans	3	2 Good, 1 Stolen
	LDV's	13	11 Good, 1 Bad, 1 Scrap
	Trucks	1	Bad
	Cranes	1	Bad
	Ditch witch trencher	2	Bad
	Truck-Hydraulic Platform	1	Bad
	Trailers	48	30 Good, 14 Bad, 4 Scrap
Mayor	Sedan	1	Good
Public Safety and Security	Fire Engines	3	1 Good, 1 Bad
	LDV	3	1 Scrap, 2 Bad
	Sedans	7	6 Bad, 1 Scrap
	Microbus	1	Bad
	Motor Bikes	2	2 Bad
Parks and Recreation	LDV	6	1 Good, 3 Bad, 2 Scrap
	Tractors	19	5 Good, 12 Bad, 2 Scrap
	Trucks	4	2 Good, 1 Bad, 1 Scrap
	Chipper	1	Good
	Sedans	1	Bad
Housing	Sedans	6	4 Good, 1 Bad, 1 Scrap
	Tractors	7	4 Good, 3 Bad
	Trucks	1	Good
	Compactors	6	2 Bad, 4 Scrap
	Front Loaders	1	Good
	Caterpillar	1	Good
	Tippers	1	Scrap
	LDV's	3	1 Good, 1 Bad, 1 Scrap
Housing and Property Administration	LDV	1	Good
Civil Engineering	LDV's	20	Good
	Trucks	10	4 Good, 4 Bad, 2 Scrap
	Tanker	1	Scrap
	Tractors	4	Bad
	Graders	2	1 Good, 1 Scrap
	Rollers	1	Scrap
	Front-end loaders	2	1 Bad, 1 Good
	4x4 Vehicle	1	Good
	JCB 4x4	1	Good